

# NICE FRAMEWORK SUCCESS STORY

JPMorgan Chase & Co.

## Workforce Development and Mobility

The voluntary [Workforce Framework for Cybersecurity](#) (NICE Framework) was developed through a collaborative process by industry, academia, and government stakeholders. It establishes a taxonomy and common lexicon that describes cybersecurity work and is intended for use in both the public and private sectors. NIST does not validate or endorse any individual organization or its approach to using the NICE Framework.

### ORGANIZATIONAL PROFILE

Cybersecurity & Technology Controls is focused on protecting JPMorgan Chase & Co., safely enabling technology and making controls seamless. We play a critical role in Global Technology's modernization journey by navigating and managing risk in a rapidly evolving landscape.

A core part of the workforce development strategy is our culture of continuous learning and providing employees a platform that enables them to have more transparency into the expectations of our technical job families.

### DRIVERS

Objective 1. Improve employee development, mobility and retention.

Objective 2. Continue progress with creating a culture of continuous learning.

It is important to note that our work started with the NICE National Cybersecurity Workforce Framework (Workforce Framework) v2, which was released in April 2015, prior to it being published in 2017 as NIST Special Publication 800-181 (a revision of which was released in November 2020). The 2015 version contained Competency Areas (which were reintroduced in 2020) but did not contain Work Roles (which were added in 2017).

### PROCESS

1. Evaluation of the NICE Framework key components: Competencies and Knowledge, Skill, and Ability statements (KSAs).
2. Partnering with job family SMEs to create role profiles and establish baseline proficiency expectations.
3. Buy-in and approval from line-of-business executives.
4. Human resources and legal review and approval of the assessment approach and use of the data collected.
5. Partnering with the learning organization to integrate the employee assessment platform into the learning ecosystem.
6. Communication and demonstrations for our employees that explained how the integrated assessment platform benefited them in regard to their development as well as to help them understand their mobility options based on their skills profile.

"Leveraging a common taxonomy approach to define the expectations of technical job families helps individuals self-assess where they are in their journey towards acquiring these skills. This data can be utilized to better understand development needs and mobility options."

– Leo Van Duyn, CTC Workforce Development Strategy, JPMorgan Chase & Co.

## TIE-IN WITH THE NICE FRAMEWORK

Using the NICE Framework provided many benefits that helped us meet our objectives:

- Provided a taxonomy of logically grouped (Competency) KSAs.
- The modular nature of the taxonomy allowed the KSAs to be applied to technology job families outside of cybersecurity and to select Competencies and KSAs needed to create custom role profiles.
- The logical groupings of KSAs in Competencies provided a standard connection between role profiles and learning content.
- Standardizing role profiles and expectations allowed better visibility into mobility options.

The NICE Framework provided a template for us to follow when creating other groupings and skill statements specific to our organizational needs.

## BENEFITS & IMPACT

Implementing the NICE Framework as part of our workforce development strategy provided numerous benefits and made a distinct impact on our ability to achieve defined objectives via an a data-driven approach to training programs that leverages role profile expectations and employee assessment data.

- Improved visibility for employees regarding their strengths and areas of opportunity for development in their current role and for careers of interest.
- An ability to provide training suggestions based on employee assessment data.
- Improved management visibility into their organization's strengths and areas of opportunity for strategic decision making.
- Ability for employees to leverage their assessment data set as part of performance and development discussions.

## CONTACT INFORMATION & RESOURCES

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